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Module No. 03 :
Group Report: Group No. 02

Topic Name: What do you Know about Social Accountability Tools? Do you think Social Accountability Tool is fully implemented in Bangladesh Offices? If yes, describe an office with fully implemented Social Accountability Tools? Or not What are the challenges and your remendations?

Submitted by:
Roll No. 07
Roll No. 08
Roll No. 09
Roll No. 10
Roll No. 11
Roll No. 13

Submitted to:
Sk. Salauddin Dipu
Course Director
&
Assistant Director (Admin)
RPATC, Khulna

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Module No. 01 :
Group Report: Group No. 02

Topic Name: Forest (Hill tracks, Sundarban….) is a Potential resources of Bangladesh (Potentiality, Challenges and Opportunities)

Submitted by:
Roll No. 07
Roll No. 08
Roll No. 09
Roll No. 10
Roll No. 11
Roll No. 13

Submitted to:
Sk. Salauddin Dipu
Course Director
&
Assistant Director (Admin)
RPATC, Khulna

Social Accountability Tools:

Social accountability tools used globally and locally to promote transparency, citizen participation and good governance. It is a basic or foundational principles and process for citizens or the clients. The term recognizes the importance of identifying the needs and rights of a constituent community. What are the central role and structural determinants of the organization that play in shaping their needs and responsibility of service giver and addressing the process in-order to achieve equity and improvement of services.

What are the general gools?

(a) Building relationships with stakeholders;
(b) Ensuring government is transparent;
(c) Holding government officials accountable;
(d) Tracking government commitments and ensuring funds are spent as planned; and
(e) Ensuring government policies are evidence-based and reflect needs of the citizens

What are the universal tools?

The World Bank has identified 21 social accountability (SA) tools which are extensively used in different countries.
Among them, the Government of Bangladesh (GoB) has adopted five tools

1. National Integrity Strategy (NIS)-2012,
2. The Right to Information (RTI) Act-2009,
3. The Citizen's Charters (CC)-2007,
4. The Grievance Redress System (GRS)-2008 and
5. The Annual Performance Agreement (APA) (2014-2015)

World Bank, has identified 21 relevant social accountability mechanisms. The mechanisms have been categorized into the following three sections:

Section 1: Information

1. Citizen's Charter
2. Checklists of entitlements
3. Budgets of local bodies (VDCs, DDCs, and Municipalities)
4. Right to Information
5. Checklists of relevant laws, policies, regulations that affect a citizen's life

Section 2: Accountability and Integrity

6. Civic Education
7. Public Expenditure Tracking
8. Check lists of standards and indicators
9. Community Score Cards
10. Citizens Report Cards
11. Public Hearings
12. Public Audits
13. Public Revenue Monitoring
14. Citizen's Complaint Structures

3. Participatory Development

15. Multi Stakeholder Groups
16. Participatory Planning
17. Participatory Budgeting
18. Community Led Procurement
19. Declaration of Assets
20. Understanding Conflict of Interest
21. Integrity Pacts

Legal Framework of Social accountability

Bangladesh Constitution

21. (1) It is the duty of every citizen to observe the Constitution and the laws, to maintain discipline, to perform public duties and to protect public property.

(2) Every person in the service of the Republic has a duty to strive at all times to serve the people.

[illegible]

[illegible]

decision-making process used by individuals and groups. ---- Generic Definition

Vision and Mission of The National Integrity Strategy
Vision: A happy, prosperous and socially just Bangladesh - the Golden Bengal.
Mission: Establishment of good and effective governance in state institutions and society.

2. **The Right to Information (RTI) Ac**t

The Right to Information Act, 2009 was a ground breaking decision on the part of the Bangladesh government and paved the way for citizens to get information from public authority as a right. The Act is manifested as a well-recognized and significant legal instrument for fundamental freedom of expression to citizens
Every citizen has a right to information from the Authority and the Authority shall on demand from a citizen be bound to provide information.

Penalty Provisions: Section 27
While deciding on a complaint, or if the Information Commissioner believes that for any reason given below, any Responsible Officer will be liable for fine of 50 Taka per day up to a maximum of 5,000/- Taka for –

i) Refusing to accept an application or appeal without any reasonable cause;

ii) Not furnishing information or not taking a decision on this matter within the time specified;
iii) Malafide denying the request for information or appeal;
iv) Instead of giving the information requested, giving incorrect, incomplete or misleading or distorted information and ;
v) Obstructing furnishing of information in any manner.

In addition to the penalty, if the Information Commission is satisfied that the Responsible Officer creates impediments in providing information, it may recommend the concerned authority to take departmental action against such misconduct and request the authority to keep the commission informed about the actions taken.

3. The Citizen's Charters (CC)

Citizen's Charter (CC), as a means of improving public service delivery, has become popular around the world since the 1990s. In order to change administrative rigidity and enhance the responsiveness of public organizations to society, the Government of Bangladesh (GOB) introduced CC in 2007.

4. Grievance Redress System

Grievance Redress System is one of the important pillars of Good Governance, which is supervised by the Cabinet Division of the Government of Bangladesh. The GRS Cell, under the Reforms and Coordination wing of the Cabinet Division, implements, operates, and monitors the system.

The first initiative was taken in 2007 by the caretaker government. At that time, the Cabinet Division (2007) issued a circular asking each ministry and division to appoint a focal point of the rank of a secretary or an officer selected by him.

The GOB formulated and published detailed guidelines for implementing a GRS in the public offices in 2015, which was later modified in 2018 (Cabinet Division 2018). These guidelines defined the concept of the complaint as electronically or traditionally submitted applications by service seekers about dissatisfaction about committed services, goods, and service delivery process of a public office, about unlawful actions regarding services, about non-compliance of public officials with

entertaining lawful rights of service seekers. Grievances were classified into public, staff, and official categories.
In addition, the guidelines detailed out processes and the roles of different officials involved in the GRS.

5. Annual Performance Agreement (APA)

The Annual Performance Agreement (APA) is a record of understanding between the Cabinet Secretary representing the Prime Minister of the Government of Bangladesh and the Secretary of the concerned Ministry/Division representing the Minister.
The Government of Bangladesh introduced the APA in 2014-15 to encourage motivated result-oriented activities and ensure efficiency, institutional transparency, accountability, and proper governance.

1. **Moving from Process-Orientated to Result-Orientated**: The APA shifts the focus of a ministry or division from merely following processes to achieving concrete results. By setting clear performance expectations, it encourages employees to work towards specific outcomes rather than just going through the motions.
2. **Objective Evaluation of Overall Performance**: The APA provides an objective and fair basis for evaluating the overall performance of a ministry or division at the end of the year. It ensures that performance expectations are well-regulated and that employees are rewarded based on their achievements. This approach fosters a positive employer-employee relationship and can positively impact employee turnover, which is beneficial for employers.

   The target should be presented as per the five-point scale given below:
   Excellent, Very Good, Fair and Poor (100 % 90% 80% 70 % 60 %). It is expected that, in general, budgetary targets

would be placed at 100% (Excellent) column. For any performance below 60%, the ministry would get a score of 0 in the relevant success indicator.

Preparation and Approval of Annual Performance Agreements (APA)

- APAs should be aligned to the strategic objectives and priorities stated in the Ministry Budget Frameworks (MBF), Perspective Plan 2010-21, 6th Five Year Plan and/or ministry/sector policy documents, the election manifesto, and announcement/agenda as spelt out by the Government from time to time.
- To achieve results commensurate with the strategic objectives, appropriate activities for the Ministry/Division should be identified. Initially MBF may be consulted while listing the activities in APA. All activities listed in the APA should be based on the budgetary allocations for FY 2014-15.
- The Minister in-charge approves the activities for the Ministry/Division, corresponding performance indicators (success indicators) and time bound targets to measure progress in achieving these objectives.

Draft Annual Performance Agreements are submitted to Cabinet Division

- To ensure uniformity, consistency and coordinated action across various Ministries draft APAs are reviewed by the Technical Committee (TC) headed by the Secretary (Coordination and Reforms), Cabinet Division. After the review by the TC. Cabinet Division provides feedback to the Ministries/ Divisions concerned.
- APAs are finalized by the Ministries/ Divisions incorporating suggestions given by the TC and sent back to the Cabinet Division.

- APAs are sent for approval of the National Committee on Government Performance (NCGP) consisting of the Cabinet Secretary (Chair), Senior Secretary, PMO, Senior Secretary, Finance Division, Senior Secretary, Ministry of Public Administration, Secretary, Planning Division, Secretary (Coordination and Reform), Cabinet Division, Secretary, IMED and Secretary of the relevant Ministry/Division
- Annual Performance Agreement is signed between the Secretary of the Ministry/Division and Cabinet Secretary
- Annual Performance Agreements are placed on the websites of the respective Ministries/Divisions.

Monitoring the Performance

- Actual achievements against performance targets are monitored by the Budget Management Committee (BMC) on a quarterly basis. BMC provides necessary guidance to ensure achievement of the targets.

Evaluation of the Performance

- At the end of the year, all Ministries/Divisions review and prepare a Performance Evaluation Report listing the achievements against the agreed results in the prescribed format. This report will be required to be finalized by the 1st of August each year.
- Performance Evaluation Reports prepared by the ministries should be reviewed by an Independent Evaluation Committee (IEC) consisting of former Secretaries to GOB, distinguished academicians, former Heads of Govt. Departments/Agencies and private sector domain expert
- NCGP examines Performance Evaluation Reports and submit the consolidated report to the Honorable Prime Minister.
- Independent Evaluation Committee submits the Performance Evaluation Reports to NCGP.

Do you think Social Accountability Tool is fully implemented in Bangladesh Offices? If yes, describe an office with fully implemented Social Accountability Tools? Or not What are the challenges and your remendations?

I think, **Social Accountability Tool is not fully implemented in Bangladesh Offices. Because there are some obstacles and challenges in perspective of Bangladesh. Some obstacles and challenges are given in below-**

Some obstacles and challenges to implement Social Accountability Tool:

- ❖ Lack of Awareness
- ❖ Limitation of Participation
- ❖ Political Interference
- ❖ Capacity Constraints
- ❖ Poor Access to information
- ❖ Resistance from Officials
- ❖ Weak Institutional Support
- ❖ Ineffective Feedback loops

Remendations to implement Social Accountability Tool:

1. Public Hearing
   Open meetings where citizens raise concerns directly to officials
2. Citizen Charter
   Ensure transparency and service standards
3. Social Audit
   Enhance public Monitoring
4. Community Score Card
   Assess and improve service delivery through citizen feedback
5. Public Expenditure Tracking Survey

Detects leakages and delays

6. Citizen Report Card
   Surveys to gather citizen feedback on Public survices
7. Right to information
   To ensure Transpaency to get information
8. Grievance Redress Machanisms
   Formal Channels for lodging complaints and receiving resolution
9. Budget Transparency and participatory Budgeting
   Open access to budget data, citizen involvement in planning and spending
10. E-Governance Tools
    Online portals, mobile apps for service tracking, feedback and transparency

Conclution:

Social accountability tools are mechanisms that allow citizens, civil society, and the media to hold public officials and service providers accountable, supplementing formal government systems. Examples include citizen report cards, public hearings, social audits, participatory budgeting, and community monitoring. These tools empower people to participate in public processes, share concerns, and engage in dialogue to improve services and governance. Here have some challenges and obstacles to implement Social accountability tools, It should be implemented in all sector of Bangladesh.